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Country programme outline for Côte d'Ivoire (2003-2007)*

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* The collection and analysis of current data required to present the Executive Board with the most up-to-date information have delayed submission of this document.

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I. Situation analysis

1. The coup d'état of December 1999 and the events of 2000 have helped to speed up the slackening of economic activity in Côte d'Ivoire and to strengthen the socio-economic trends that appeared after 1990. The economic recession, which had structural origins — deterioration of the terms of trade, increase in the price of petroleum, increase in the dollar exchange rate, elevated level of foreign debt, high costs of industrial inputs, strong demographic growth (3.3 per cent in 1998) and low literacy rate (28.5 per cent for women and 40.6 per cent for men) — has been accentuated by the suspension of external financial aid since 1999. This suspension, initially prompted by a certain number of partners owing to lack of transparency in economic management, was subsequently confirmed following the coup d'état and the political events linked to the elections of 2000.

2. In 1998, the poverty rate was estimated at 33.6 per cent. Despite a slight improvement in the mid-1990s, poverty, social exclusion, marginalization and insecurity appear to have been on the increase since 1999.

3. Another scourge that threatens the country's economic and social foundations is HIV/AIDS, which has made rapid progress to attain an estimated prevalence rate of between 10.5 and 12 per cent, the highest in the subregion. This affliction has regional dimensions, owing to the significant migratory flows, political instability and lack of security that characterize the subregion to the west of the country.

4. The prevailing political instability and lack of security in the Mano River region could have a destabilizing effect on Côte d'Ivoire, not only in the border zone to the west, but also in the urban zones where insecurity has re-emerged.

5. While the country must confront these challenges — poverty, HIV/AIDS, bad governance, insecurity and instability — which threaten the foundations of its human and social development, another external challenge is undermining the country's economic and social policies. The transformations arising from the globalization process call for a revision of the short-, medium- and long-term development perspective and strategies in order to address the global economy's new parameters and strengthen Côte d'Ivoire's position in the global and regional economy.

6. The connection of all these factors has resulted in a significant decrease in national and foreign investment, a reduction in port traffic and a decline in the leadership role that Côte d'Ivoire has traditionally played in the subregion.

7. In order to restore confidence in the country's institutions and economy in the prevailing circumstances, the Government has taken on three main tasks: (a) re-establishment of political and social dialogue with all the political actors and the members of Ivorian society; (b) elaboration of a social, economic and cultural development policy (2001-2005), whose six priority areas are: (i) stabilization of the macroeconomic environment; (ii) promotion of the private sector; (iii) ensuring equal access to and improving the quality of basic social services; (iv) decentralization; (v) promotion of good governance and capacity-building; (vi) improvement of the safety and security of persons and property; and (c) formulation of an interim Poverty Reduction Strategy Paper (PRSP).

8. The efforts undertaken have led to a progressive return in the confidence of the Côte d'Ivoire's partners and of international financial cooperation, which was reinitiated at the beginning of 2002. It should be emphasized that financial assistance will be devoted primarily to stabilizing the macroeconomic environment, combating poverty, good governance and HIV/AIDS.

9. Rapid changes in the international context, globalization and the wide variety of challenges and objectives call for reformulating a strategic vision of Côte d'Ivoire to ensure that the country's economic and social policies have greater coherence.

II. Results and lessons of past cooperation

10. The review of the country cooperation framework for the period 1998-2001 has highlighted significant results as regards:

(a) *Strengthening of macroeconomic management capacity.* UNDP cooperation has led to the development of strategic analysis and management instruments (macroeconomic forecast and simulation

models and information and management system), which allow improved monitoring and evaluation of public investment policies;

(b) *Good governance.* Coordination of resource mobilization for the organization of the referendum and the elections, and support provided to the Government in order to restore the rule of law and democracy. Elaboration of a national programme on good governance and the draft law on the National Human Rights Commission;

(c) *Poverty.* Contribution to the process of elaborating an interim PRSP (while international assistance was suspended) and elaboration of a participative approach for analysing and diagnosing poverty. The partnership with UNDP has also led to the development and demonstration of decentralized financing mechanisms for microenterprise to combat poverty and insecurity, particularly in urban zones;

(d) *HIV/AIDS.* UNDP has played a significant role in strengthening the capacity of national institutions and grass-roots actors by supporting the strategic planning process and urban and rural community mobilization.

11. Programme implementation has made it possible to draw certain lessons: (a) non-internalization of programme and project implementation, monitoring and evaluation mechanisms; (b) constraints related to the integrated management system for public finances; (c) lack of sustainability of programmes and projects and failure to capitalize on achievements, which will require incorporating a strategy of durability into the conception and elaboration of programmes and projects. In this regard, the review recommends: (i) evaluating the capacities of beneficiaries and partners and their involvement in programme and project formulation and implementation; (ii) strengthening local project execution capacities and training national actors with regard to concepts and tools (results-based management and participative methods).

III. Proposed programme

12. The 2003-2007 country programme has been prepared by the Government in collaboration with UNDP, in consultation with the country team and with the participation of several national bodies, bilateral and multilateral partners, the private sector and civil society.

13. The principal goal of the programme is to promote sustainable human development by combating poverty, improving living and health conditions, advancing education, knowledge and good governance, and strengthening national capacity with a view to successful integration in the globalization process.

14. The programme identifies four interdependent strategic areas and includes a component that incorporates the lessons and results of the four areas at the local community level. The aim of this component is to establish a federative framework for the action of the different United Nations agencies and programmes at the local community level.

15. The strategic areas identified incorporate the Millennium Development Goals, while focusing attention on sectors in which UNDP has a comparative advantage.

16. Programme implementation will be structured on capacity-building. The rights-based development approach will promote participation at all levels, the primacy of law, non-discrimination, equality, equity and transparency in the management of both public affairs and the private sector. The question of gender will be incorporated as a cross-cutting issue, as will the promotion of the new information and communication technologies (NICT).

United Nations Development Assistance Framework (UNDAF)

17. The Common Country Assessment and UNDAF have led to the identification of five strategic areas of work for the United Nations system in Côte d'Ivoire. They are: (a) the fight against poverty; (b) governance and human rights; (c) HIV/AIDS; (d) globalization and subregional integration; (e) peace and security. UNDP will contribute to each of the five areas. Coordination within the system should lead to a synergy between the initiatives of the different organizations while respecting their comparative advantages. A particular effort will be made to combine the initiatives of the agencies and UNDP around the development of rural and urban communities.

Country programme objectives

18. *Contributing to the reduction of poverty*. The UNDP contribution will focus on the following areas: (a) elaboration of national and regional strategies to combat poverty, including the PRSP; (b) strengthening capacity to implement the strategies, including eradication of extreme poverty and hunger; (c) institutional support for protecting the environment and natural resources and consolidating sectoral policies by developing a regulatory system; (d) reinforcement of the productive capacity of grass-roots communities; (e) capitalization on experience and know-how and mobilization of resources in order to replicate experiences and retain capacities. The programme will also seek to support the Millennium Development Goal of universal primary education through participation in community development based on the school.

19. As of 2003, the World Bank's three-year programme will give priority to implementing the PRSP. Ensuring the permanence of the school canteens programme is also a common area of intervention for the agencies of the United Nations system and all their development partners.

20. *Promotion of good governance, human rights, peace and security*. The UNDP contribution will provide support in three priority areas: (a) civic education and human rights, including the capacity of civil society organizations and the media to play a part in promoting democratic values; (b) support for national political consultation and dialogue, strengthening the capacity of democratic institutions and electoral processes, decentralization and community participation; (c) good economic governance and strengthening national capacity in the area of economic and financial management.

21. Operationalization of the decentralization process, management of public finances and capacity-building are potential areas for joint interventions by the World Bank, the European Union and other United Nations agencies.

22. *Participation in the fight against HIV/AIDS*. In the fight against HIV/AIDS, the UNDP partnership will focus on: (a) elaborating national strategies and policies to combat HIV/AIDS, incorporating the commitments made by Côte d'Ivoire within the framework of the pertinent international conventions and conferences and the June 2001 special session of the General Assembly of the United Nations on HIV/AIDS; (b) clarifying the institutional framework and coordinating national initiatives for the fight against HIV/AIDS, including those of civil society; (c) supporting social mobilization at the local community level to combat the epidemic through prevention and promoting a responsible attitude towards those who are infected or affected.

23. As one of its components, the World Bank's programme will provide significant financial assistance to Côte d'Ivoire focused on capacity-building; this offers an opportunity for a joint programme with UNDP.

24. *Successful integration in the globalization process*. The UNDP contribution will focus on four principal elements: (a) strengthening national public and private capacity for negotiating within the framework of the multilateral trading system; (b) supporting the national effort to elaborate a national strategy for integration in the globalization process; (c) reviewing the political and regulatory framework in the light of Côte d'Ivoire's commitments in the context of the multilateral trading system; (d) providing support to increase the national economy's competitiveness, particularly that of the small and medium enterprises and industries sector, by incorporating productivity factors related to the globalization process (quality, NICT, information and marketing network); (e) including the social and human dimensions in the national strategy for integration in the globalization process, in order to avoid the poverty, social exclusion and marginalization that could result from it; (f) elaboration of a national NICT strategy.

25. The Côte d'Ivoire private sector competitiveness programme, launched by the World Bank, offers UNDP and the United Nations Industrial Development Organization (UNIDO) a frame of reference for joint intervention, as does the programme to provide support for small and medium enterprises and industries elaborated by the International Finance Corporation and the African Management Services.

Expected results

26. The UNDP intervention and the expected results are described in detail in the annex to this document.

Cooperation strategy

27. The UNDP partnership strategy is based on capacity-building, seeking a synergy with the United Nations system and other donors, and flexible methods of execution.

28. The emphasis on capacity-building should lead to improved appropriation of the programmes and projects by the national actors and, consequently, increase the probability of the increased capacity being retained. The major elements of this strategy will be:

(a) Support for the national processes of situation analysis and elaboration of national policies and strategies based on the participation of the actors concerned, including civil society. This will be achieved by providing financial and technical support for preparing and organizing national conferences, seminars and round tables on themes and issues relevant to the strategic areas identified by this programme;

(b) Collection, documentation and broad dissemination of the lessons learned and experiences acquired from the different development programmes, as a contribution to the process of formulating development strategies, policies and programmes;

(c) Support for inter-institutional coordination and clarification of the mandates and functions of the different partners, including civil society;

(d) Support for the participation of civil society, the private sector, the media, the research sector, think tanks and communities in the national development effort;

(e) Mobilization and use of national and local capacity, expertise and know-how.

29. In order to achieve the national priorities identified in this programme at the community level and allow lessons to be drawn for subsequent capacity-building phases, several community-level programmes will be implemented on the themes of good governance, education and school canteens, productive capacity and access to inputs. In this respect, several demonstration areas will be selected for coordinated action by UNDP and other partners of the United Nations system.

30. The search for a synergy with the United Nations system and donor agencies will take place at three levels:

(a) *During the capacity-building phase*, to ensure that: (i) aspects relating to institution-building and training are taken into account; (ii) the sectoral and development expertise of the different partners is mobilized and focused on national priorities;

(b) *During the replication and capacity retention phase*, to ensure that activities under these programmes encourage the participation and association of partners who are able to contribute financially to replication and capacity retention;

(c) *Acceleration of the rate of execution of national development programmes*, by supporting the utilization of loans from donors, particularly the multilateral institutions.

31. Methods of execution will give preference to mobilizing national expertise, including volunteers and community workers. Transfer of Knowledge through Expatriate Nationals (TOKTEN) and South-South cooperation will be encouraged in all spheres. Partnerships will be established with a variety of donors and cooperation agencies on the basis of cost-sharing, parallel financing, joint implementation and coordination of activities and programmes.

32. For the fight against poverty and HIV/AIDS and the promotion of good governance, partnerships will be established with the Japan International Cooperation Agency, the Agence française de développement, the African Development Bank, the World Bank, Belgium, the United Nations Office for Project Services, the International Labour Organization, Canada, the United Nations Children's Fund, the United Nations Population Fund, the Office of the United Nations High Commissioner for Refugees, the Food and Agriculture Organization of the United Nations, the World Food Programme and the European Union.

34. The strategic area of support for integration in the globalization process will strengthen coordination and synergy between the World Bank, the International Trade Centre, the United Nations Conference on Trade and Development, UNIDO and the World Trade Organization.

IV. Programme management, monitoring and evaluation

Monitoring and evaluation

35. The monitoring mechanisms revealed inadequacies in the first country cooperation framework, particularly with regard to the failed experiment with project and programme support unit. Support must be provided to the monitoring and evaluation unit set up in the Planning Department, which is in charge of coordinating, monitoring and evaluating project and programme implementation, and also to the other entities involved in project management. Monitoring and evaluation activities will take various forms: joint field visits (Government, UNDP and any other partner); six-monthly, annual and mid-term reviews of the cooperation programme. In the context of results-based management, the impact indicators have been defined with the Government and its other partners, so as to monitor implementation of the cooperation programme (see annex). Training sessions on results-based management tools will be organized for the entities involved in programme and project management. Impact studies will allow the results in the target population groups to be evaluated.

Execution and implementation

36. National execution has been confirmed as the implementation method. Recourse to support structures and mechanisms, such as technical cooperation among developing countries, the TOKTEN formula, and the United Nations Volunteers programme will be encouraged in order to strengthen national technical capacity. However, UNDP will provide support to programme and project implementation, in collaboration with the other agencies of the United Nations system.

Resource mobilization

37. A resource mobilization programme based on cost-sharing and support for the implementation of development programmes funded by the international financial institutions (the World Bank, the African Development Bank and the European Union) is under way. This programme seeks to improve the rate of utilization of loans contracted by Côte d'Ivoire with the international financial institutions and to enhance the impact of development programmes in the country.

38. It also seems advisable to seek financing outside the traditional donors and explore the possibilities offered by national resources (foundations, credit union networks), emerging countries, the private sector and independent donors.

Recruitment of human resources for the Bureau

39. The UNDP has just completed a "change of profile" exercise; it will be reinforced by customized training and, if need be, by contracting outside experts.

Annex

Results and resources framework for Côte d'Ivoire (2003-2007)

Strategic areas of support	*Expected results*	*Indicators of achievement or objective*	*Outputs, including key indicators, when applicable*	*Resources (by area of strategic support/output or programme) (in US dollars)*
Objective 1: Governance **Long-term perspective studies**				
National long-term perspective studies.	The country has a coherent long-term perspective framework within which to establish a long-range vision.	Establishment of indicators, monitoring and evaluation.	Elaboration and presentation of a coherent long-term perspective framework. Definition of modalities for making this framework operational.	*Regular*: 500 000 *Other*:
Institutional governance				
Support for the process of institutional development and the strengthening of the rule of law.	More efficient functioning of democratic institutions.	Missions to provide technical support to national institutions. Making available parliamentary assistants (United Nations Volunteers). National monitoring centre on governance.	Strengthening of acquired institutional capacity (parliament, judiciary, army). Technical support missions to identify indicators.	*Regular*: 600 000 *Other*: TPCS: 3 000 000 GCS: 426 000
Peace, security, electoral systems				
Support for the creation of conditions for sustainable social peace.	Improvement of security conditions in urban areas and restoration of peace and social cohesion.	Strengthening of social cohesion, peace and security.	Support for groups and campaigns that raise awareness about the culture of peace and civic education. Extension of the urban security programme.	*Regular*: 700 000 *Other*: TPCS 1 000 000

Strategic areas of support	*Expected results*	*Indicators of achievement or objective*	*Outputs, including key indicators, when applicable*	*Resources (by area of strategic support/output or programme) (in US dollars)*
Justice				
	Enhancing the capacity of the justice system and giving the population a better understanding of its rights.	Improvement in the functioning of justice and optimal use of the media and NICT to disseminate basic texts.	Support for reform of the judicial system. Information campaigns on basic documents and civil rights.	*Regular*: 700 000 *Other*: TPCS: 1 300 000
Human rights				
	Respect for human rights and effective implementation of international instruments relating to sustainable human development.	A 50 per cent reduction in questions put to the State by the United Nations oversight committee.	Participation in the implementation of the national human rights plan. Support for the functioning of the National Human Rights Commission and the committee to monitor treaty implementation.	*Regular*: 400 000 *Other*:
Public sector				
Strengthening the management capacities of the national administration.	Transparent management of public funds. Improvement of the performance of the administration's human resources.	Elaboration and application of texts on the fight against corruption and illicit enrichment. Creation of a structure to combat fraud and anti-competitive practices. Development of the administration's human resources.	Technical support for the use of transparent procedures and practices in the administration and establishment of a framework that encourages the private sector. Support for the establishment of a merit-based promotion system.	*Regular*: 400 000 *Other*:

Strategic areas of support	*Expected results*	*Indicators of achievement or objective*	*Outputs, including key indicators, when applicable*	*Resources (by area of strategic support output or programme) (in US dollars)*
Globalization				
Strengthening Côte d'Ivoire's position in the subregional economy.	A more active role for economic agents in subregional trade.	Increase in the number of companies taking part in subregional trade and increase in global export figures. Increase in regional partnership and alliance initiatives.	Establishment of a national subregional coordination structure and a strategy for negotiating regional economic partnership agreements. Programme to harmonize international trade reforms at the subregional level.	*Regular*: 800 000 *Other*: TPCS: 200 000
Improvement of the understanding of the multilateral trading system (MTS) and strengthening of negotiating capacity.	Improvement of local expertise; participation in MTS negotiations. National policies and mechanisms integrate globalization's opportunities and social impact.	Increase in negotiating capacity and multilateral exchanges. Number of managers trained in MTS.	National programme providing assistance for integrating the country in MTS and the regional economy. Support to the negotiating committee and the training network.	*Regular*: 400 000 *Other*:
Private sector				
Development of production capacities and optimization of resource utilization.	Increased diversification and exports by enterprises. Better information on and promotion of intellectual property.	Increase in companies geared to exporting. Increase in the exploitation of computer technology generated by intellectual property. Development of five national brand names.	Support for the establishment of an industrial development policy and elaboration of a national export strategy. Protection and promotion of intellectual property.	*Regular*: 400 000 *Other*: **Subtotal:**

Strategic areas of support	*Expected results*	*Indicators of achievement or objective*	*Outputs, including key indicators, when applicable*	*Resources (by area of strategic support/output or programme) (in US dollars)*
Objective 2: Combating poverty **Strategies to combat poverty**				
Elaboration and implementation of macro-policies and strategies for reducing poverty.	Coherent framework incorporating specific objectives for reducing poverty and protecting the environment and water resources. Reduction of regional and local inequalities. Sustainable management of the environment and water resources.	Adoption of PRSPs incorporating the gender perspective. Reduction of the poverty rate from 33.6% in 1998 to 30% in 2005. Access to basic social services.	Support for the formulation of the PRSP, elaborated on a participatory basis. Texts on the implementation of the environmental code and the water code drawn up and available. National water agency and national fund for integrated water resources management operational.	*Regular*: 4 000 000 *Other*: TF (GEF): 458 000
Contribution to the implementation of a local development methodology.	Appropriation, internalization and implementation of tools and effective participation in the management of local affairs by the population.	75% of the local communities involved have accepted and adopted the proposed methodology.	School canteens programme operational. Support for the formulation of a methodological approach to local development.	*Regular*: 1 000 000 *Other*: TPCS: 3 000 000
Monitoring poverty				
Support for the establishment of an instrument to monitor poverty.	Institutionalization of the regular monitoring of poverty indicators.	Autonomous system for monitoring poverty established.	National monitoring centre on social conditions and management chart prepared on a yearly basis.	*Regular*: 150 000

Strategic areas of support	*Expected results*	*Indicators of achievement or objective*	*Outputs, including key indicators, when applicable*	*Resources (by area of strategic support/output or programme) (in US dollars)*
		HIV/AIDS		
Contribution to the implementation of plans consistent with the Declaration of Commitment on HIV/AIDS of the special session of the General Assembly and the Millennium Declaration.	Involvement of the most senior authorities.	Extensive dissemination and implementation of the Declarations. Appointment of a committee on monitoring initiatives within the Ministry of Health and definition of monitoring indicators.	Advocacy for the appointment of a committee on monitoring initiatives within the Ministry of Health; definition of monitoring indicators; support for the publication of documents to disseminate the Declarations. Elaboration of progress reports (report of the resident coordinator).	*Regular*: 80 000 *Other*:
Support for the implementation and coordination of a participatory multisectoral approach.	Strengthening of institutions for the combating of HIV/AIDS. Involvement of all parties concerned in the fight against HIV/AIDS (mayors, NGOs, private sector, journalists).	Adequate functioning of focal points and execution of pertinent initiatives by each ministry. Effective involvement of the different participants (Government, NGOs, mayors and municipal councillors, private sector, vulnerable groups) and increase of quality initiatives established by these groups.	Analyses of the typology of vulnerable groups, vulnerability factors, dynamics of the epidemic and the intervention possibilities of the 10 ministries. Training of members of focal points in the 10 key ministries. Elaboration of a programme of assistance for the fight against HIV/AIDS.	*Regular*: 700 000 *Other*:

Strategic areas of support	*Expected results*	*Indicators of achievement or objective*	*Outputs, including key indicators, when applicable*	*Resources (by area of strategic support output or programme) (in US dollars)*
	Existence of an operational legal and administrative framework on respect for and protection of the rights of infected persons.	Decrease in discriminatory acts against infected persons. Understanding of the rights and obligations of infected persons by everyone (employment and judicial sectors and the general population).	Review and analysis of laws. Support for elaborating texts designed to protect infected persons. Dissemination of international directives on HIV/AIDS and human rights, and promotion of the ethics, law and human rights network.	*Regular*: 250 000 *Other*:
Promotion of exchanges of information and experiences.	Enhanced capacity of participants in the fight against HIV/AIDS and heightened visibility of Côte d'Ivoire.	Increase in the implementation of innovative initiatives. Increase in initiatives for sharing experiences at the subregional and international level.	Support for the establishment of data collection, analysis and dissemination mechanisms. Support for the creation of forums for discussing and producing best practices; financing for study abroad.	*Regular*: 200 000 *Other*: TPCS: 4 094 000
Access to basic social services				
Development of income-generating activities and self-promotion for the population.	Improvement in living conditions, enhancement of the capacities of the underprivileged. Effective participation by the people in the management of local public affairs.	Number of jobs and social/health and education infrastructures created for the poor. Percentage of people who use basic social services. Rate of growth of the average income of the poor.	Financing mechanism operational for grass-roots initiatives to benefit the people. Programme to strengthen the capacities of the underpriviliged implemented.	*Regular*: 956 000 *Other*: TPCS: 574 000

Strategic areas of support	*Expected results*	*Indicators of achievement or objective*	*Outputs, including key indicators, when applicable*	*Resources (by area of strategic support/output or programme) (in US dollars)*
		Access to technology		
Support for national development of NICT.	Ability to take better advantage of trade and opportunities in the globalization process.	Rate if Internet penetration in the fabric of society. Growth of the use of NICT by small and medium enterprises and industries.	Support for the establishment of a master plan for NICT. Support for production and marketing networks (small and medium enterprises and industries, cooperatives, and women and youth networks).	*Regular*: 700 000 **Subtotal: 20 526 000** **Total:** **Regular: 12 936 000** **Other:** **TFs 458 000** **TPCS: 12 594 000** **26 414 000**